



Force Stabilization

Leader Information Briefing

“Our Army at War -- Relevant and Ready”



Mission Statement

To provide increased levels of unit readiness and combat effectiveness by implementing an array of turbulence-reducing manning initiatives that will increase unit cohesion, readiness and deployability for an Army at War.

Reduce moves, increase stability and provide predictability for Soldiers and families by synchronizing the Soldier's assignment or tour to the unit's operational cycle.



Purpose

- To provide an overview on how the Army plans to stabilize the force
- We will not cover future initiatives



Endstate

- Deployable Ready Forces available to the Combatant Commander
- Soldier assignment synchronized to unit operational cycle



Take Away

- Increased unit readiness and cohesion while providing predictability and stability for the families
- Soldiers will not be penalized by Force Stabilization



Biggest Change - Our Culture

- Joint Expeditionary Force Mindset
- Homesteading = Good
- From more Breadth to more depth
 - Breadth: multiple units of assignment
 - Depth: longer tours in each unit assigned



Turbulence - The issue

Turbulence Drivers

<i>FY01</i>	<i>PCSs</i>
Accession	86043
PCS schools	7397
CONUS to CONUS	25196
To/From Overseas	72274
Separation	85241
Unit	2713
Total	278864

Solutions for Increasing Stability

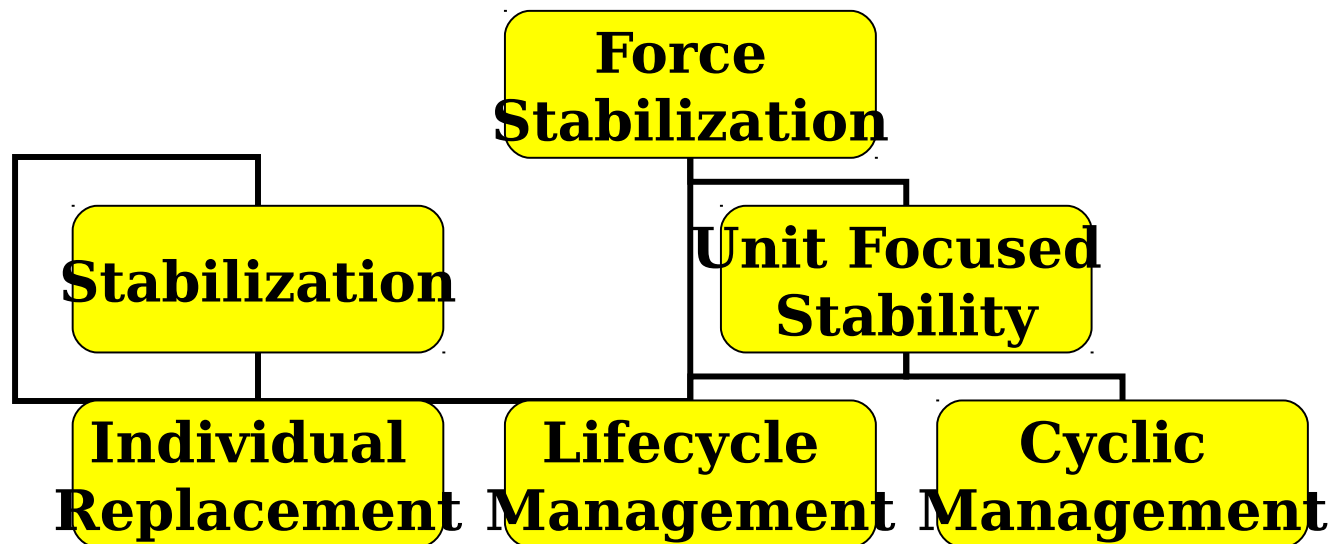
- Stabilization – stability of Families / predictability
- Rotation of units to meet overseas requirements
- Unit Focused Stability versus individual replacements
- Modify Soldier-focused manning policies – unit is center piece
- Stationing Strategy – Multi-functional (Flagship) Installations



Manning Strategy

Stabilization Methods

- Task Force Stabilization developed **flexible methods tailored to building & sustaining** units.

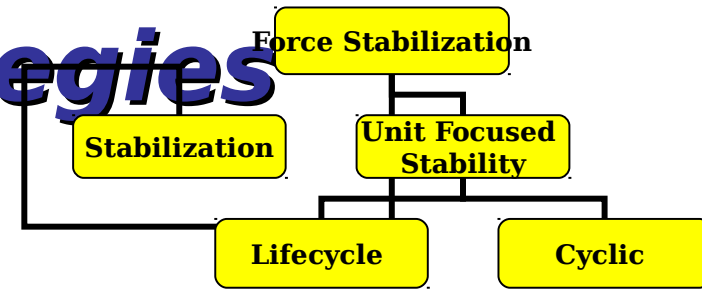


Methods are tailored to unit **echelon, type, MOS density, METL, geographic location** and **mission**.



Manning Strategies

INTENT: Enhanced unit capabilities through stability, predictability, and cohesion with increased benefits to Soldiers and families.



Stabilization

- Stabilizes CONUS Soldiers and families for longer periods
 - Provides increased stability and predictability for Soldiers and families
 - Moves determined by: Needs of the Army, Leader Development, or Personal preference
 - Multiple opportunities to return to same post
 - Enables/enhances company grade horizontal and vertical cohesion

Unit Focused Stability

Lifecycle

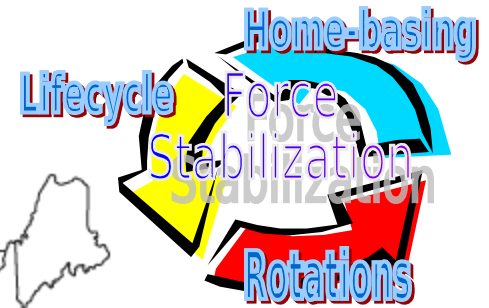
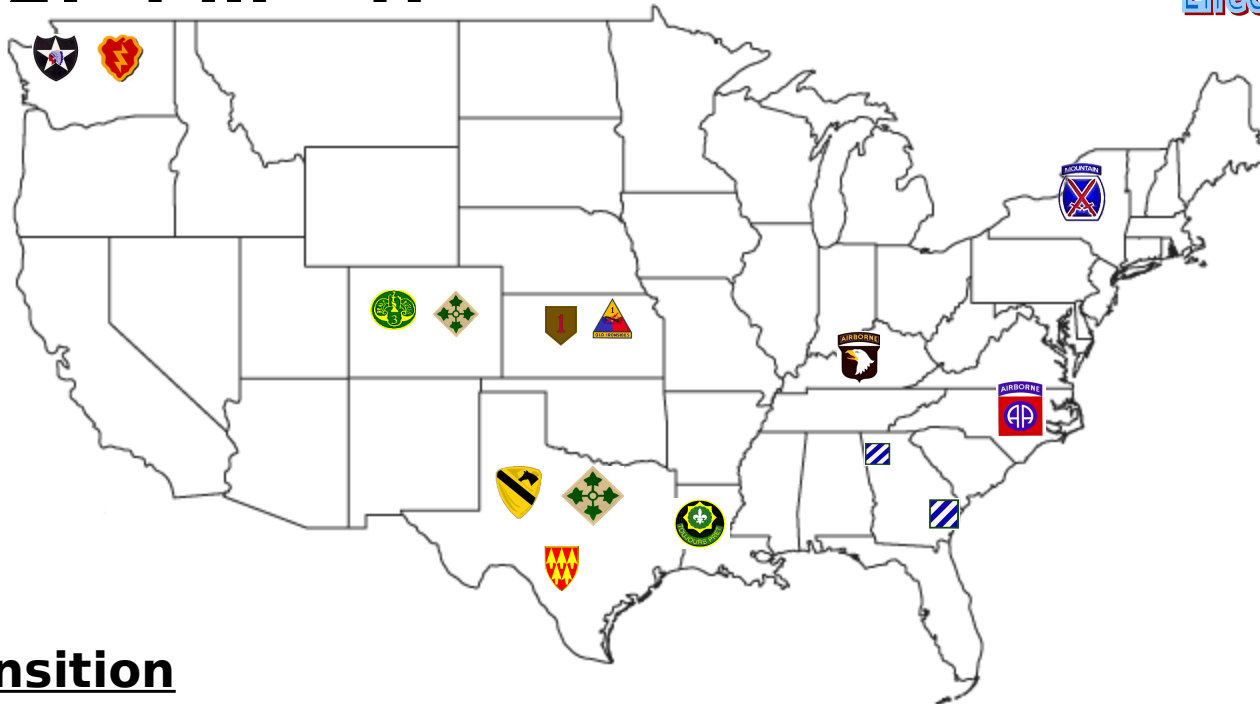
- Synchronizes Soldier's tour with the unit's operational cycle (36 months)
 - Minimizes attrition (PCS/ETS) for deployed units
 - Provides horizontal & vertical cohesion

Cyclic

- Sustained by periodic package replacements to "normalize" training cycle of unit
 - Enhances continuity of operations



Locations for Force



Transition

- Concepts
 - Unlimited Stop Loss/Stop Move to stabilize/reset the force
- Stabilize initial tour Soldiers in units
- Begin Stabilization 4th Quarter FY04 for new Soldiers
- Continue Lifecycle Unit Focused Stabilization for SBCTs
- Incentivize “hard to fill” posts
- Implement Unit Focused Stabilization for remaining 33 (43-48) BCTs
- Conditions set (installation, force structure, operational requirements) for rotational overseas presence



Stabilization Starts the Process

- Stabilization provides increased stability and predictability ... but it is only one step toward our goals
- Further stability and predictability are supported by:
 - Further incentives for soldiers to extend in short tour areas
 - Rotation-based Army
- Stabilization does not:
 - Address the deployability of soldiers
 - Produce more capable, cohesive combat forces

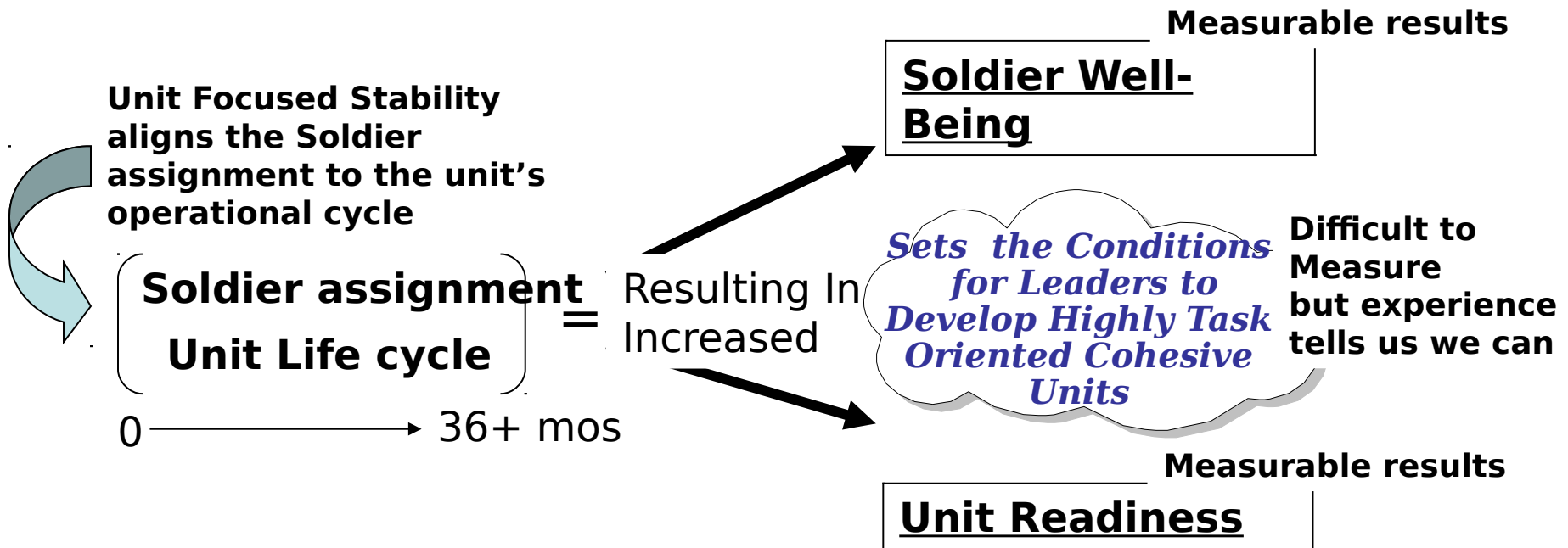


Why We Must Change to Unit Focused Stabilization?

"We're good..., but we're not as good as we could be."

General Schoomaker, September 2003

Unit Focused Stability provides more cohesive, agile, deployable combat-ready forces





Lifecycle Management (Basic)

There are three phases in a lifecycle:

1. Reset

- **2 months**
- **Conclusion of lifecycle/ Initiation of next iteration**
- **Goal - 25% to 33% of a lifecycle unit could “roll over” for an additional 3-year tour**

2. Train

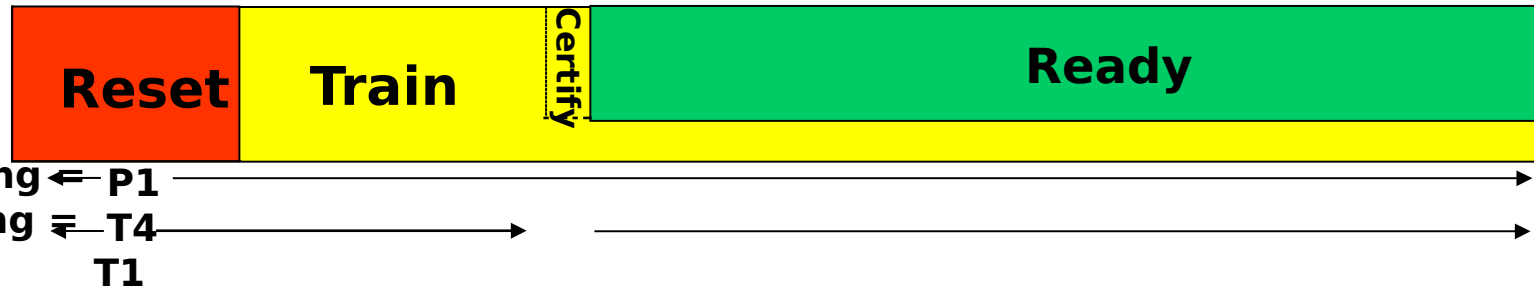
- **4 months**
- **Individual through collective training**
- **Culminates with a Certification Exercise**

3. Ready

- **30 month period in which the unit is available for employment**



Lifecycle



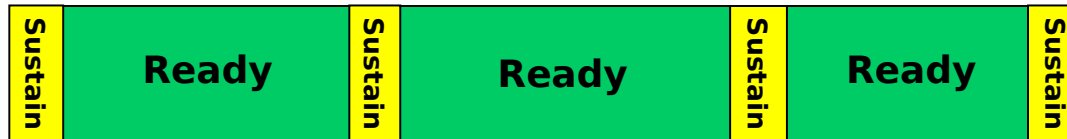
- Synchronizes Soldier's tour with the unit's operational cycle (36 months)
 - Minimizes attrition (PCS/ETS) for deployed units - increases deployability
 - Provides horizontal & vertical cohesion
- Focused on BCT/UAs and other MTOE combat units
 - Supports and enhances modularity
 - Key element in support of Joint Operations and establishment of JTF

Lifecycle focuses personnel turbulence to reset periods. Annual package replacement for unprogrammed losses

- Unit cohesion, deployability and readiness maximized
- Major infrastructure challenges
- Well-Being challenges due to unit-centric focus - minimizes soldier choice



Cyclic Method



- Provides periodic package replacements to “normalize” training cycle for units

- Enhances continuity of operations
- Focuses training to sustainment periods

- Focused on Headquarters elements and low density/high impact units

Cyclic focuses personnel turbulence to a scheduled one or two month period.

- Unit cohesion and readiness improve
- Minor infrastructure challenges
- Well-being challenges



Stabilization Supporting Initiatives

- Stop Loss/Move OIF/OEF units pre/post deployment
- Additional incentives for Korea (AIP)
- Variable Enlistment Length contracts (options)
- Conversion of PCS courses to TDY and return e.g. CCC
- Increased web-based management
- Reduction of Individual Augmentee requirements
- Address non-deployability policies (wartime & peacetime)
- TTHS management
- ALO 1 Army

Operational benefit - agile, combat-ready forces

**Personnel Vision: Minimize/Eliminate Stop
Move/Stop Loss**

Personnel Metric - success is fewer PCS moves



2d & 3d Order Effects

- Scheduling of overseas deployments/rotations
- OES/NCOES must support stability and cohesion of the unit
- Enlistment/Reenlistment Options
- Battalion and Brigade Command and CSM tour lengths / opportunity
- TDA requirements >20% of Army requirements (>75% Field Grade)
- Force structure changes in the year of execution
- Well-Being
- Unit “experience” - SL10/20, LTs/CPTs all enter unit at same level of experience ... no cascading experience to draw from
- Army Readiness – metrics
- Non-deployable issues
- Installations must become flagships



Way Ahead

- Continue Strategic Campaign plan - briefings at all levels
- Incorporate new metrics into SRS & AR220-1
- Command Tour decision for Lifecycle Units
- Coordinate designation of units for Cyclic manning and schedule with G-3 (based on UEx & SUA designs & operational concept)
- Execute Lifecycle manning of 2d Cav and 2/25th (w/USF)
- Execute Lifecycle manning for new Modular UAs
- Publish AR 600-xx & DA Pam 600-xx, adjust current Regs/Pams



Questions?



Lifecycle - Tenets

- Ground Combat Units (BCT/UA)
- Synchronize Soldier assignment cycle with unit lifecycle
 - Accession/Recruiting
 - Directly to specific BCT/Units of Action
 - Soldiers assigned for duration of cycle
- 100% initial aggregate fill
- External turbulence controlled, internal turbulence commander's call
- Professional Development/Schooling Commander's responsibility
- By exception programmed losses for SOF, OCS, SMA, Command & CSM Selectee, etc.
- Un-programmed losses (4-8%) replaced with personnel packages annually
- 50 - 70 % turnover @ the end of the cycle

***DA controlled
Turbulence over
External Forces***



Commanders BOX Internal Control

The CDR controls internal turbulence

- Enables professional development
- Plans vertical & horizontal movement
- NCOES TDY & return
- Length of time to Branch Qual Cpts/Majors
- Movement of Captains (Staff & CMD)

